



Business Plan

2007- 2010

April 2007

What is the Kidderminster Town Centre Partnership?

- Established in 1993, Kidderminster Town Centre Partnership (KTCP) brings together organisations with an interest in the vitality and future of the management of Kidderminster town centre.
- The Partnership provides a focus group to address town centre management issues and develop a co-ordinated and comprehensive response to challenges facing the town and its future development.

KTCP's Mission Statement

- “To play a leading role in the management and development of Kidderminster town centre as a regional retailing and business centre, through a partnership approach with Wyre Forest District Council and other key stakeholder interests.”

What has been achieved so far?

- KTC[has provided the town's Christmas Lights, specialty markets and involvement in projects such as CCTV and public realm improvements. The Partnership has also endorsed the re-launch of the Thursday and Saturday street markets.
- KTCP developed a Corporate Management structure that includes Working Groups to cover: town centre Community Safety, Business Development, Quality Environment and Events.
- KTCP worked with Wyre Forest District Council (WFDC) to appoint a Town Centre Manager
- The new developments of Weavers Wharf and Crossley Retail Park have presented an additional retail attraction to the town and the proposed multi million pound development proposals for the former Magistrate's Court site is another project that will have a major impact in Kidderminster.

Purpose of the Business Plan

- This revised Business Plan (for 2008/09), sets out the current structure of KTCP, identifies the strategic aims of KTCP, the priorities of the Kidderminster Town Centre Manager and sets out Actions for both the Working Groups and for the Kidderminster Town Centre Manager.

Implementation

- The Plan highlights the need for genuine joint working between organisations to ensure that the overall vision and aims of the Partnership are met
- Delivery of the Actions will be the primary responsibility of the Partnership's four Working Groups, the Town Centre Manager and the Management Team in progressing individual projects.

Review and Monitoring

- Monitoring of the Plan's performance will be undertaken jointly by the Economic Development and Tourism Department within WFDC and the Town Centre Manager. Performance will be reported to the Management Team on a quarterly basis, and the full Partnership in an annual report delivered at the AGM.
- Performance of priority actions will be measured against agreed Outcomes. This will provide an opportunity to update and revise individual actions within the Plan during the course of the year.

- It is recognised that changes to the agreed programme will occur as new opportunities arise or in response to particular issues.

KTCP Strategic Aims & Objectives

- To enable KTCP to be **self sustaining** town centre management organisation
- To develop **future funding** opportunities
- To monitor and **measure the performance** of KTCP and of the town centre
- To ensure the town centre offers a **safe and secure** retail, commercial and leisure experience to visitors and residents
- To ensure the town centre offers an inviting, **clean environment** to be enjoyed and enhanced
- To broaden the visitor offer by extending the **town centre events** diary and marketing existing attractions more extensively
- To diversify and strengthening the town centre's **business and economic base**
- Drive **footfall** back into the town centre

Town Centre Manger (TCM)

- Appointed in March 2008, the Town Centre Manager is a 3 year, 37 hour dual contract role. The TCM is employed by Savills Management Resources to run the Weavers Wharf Shopping Centre and then subcontracted back to Wyre Forest District Council for 50% of the working week, to complete Town Centre Management duties with the support of the KTCP. A suite of offices has been provided by Savills Management Resources.

Agenda Item No. 7
Appendix A

- A number of Priorities have been agreed by WFDC and Savills in order to manage the expectations of all concerned as to what can be achieved by the TCM over the next 3 years. The short term – 12 month Priorities (for 2008/09) are set out below. Medium (24 months) and long term (36 months) Priorities are incorporated within the Action Plan set out below.

Town Centre Manager Priorities - 2008/09

1. Corporate Management

- To manage KTCP and drive the work of its 4 Working Groups (Community Safety, Quality Environment, Events, Business)
- To develop and carry out a rebranding, restructuring and relaunch exercise
- To lay down the foundations for delivering a sustainable and self financing KTCP through income and funding streams
- Introduce a membership, subscription and benefits package by liaising with town centre businesses and relevant organisations
- To construct a KTCP website

2. Work with relevant WFDC Divisions

- To assist with policy development
- To support the strategic direction and growth of the town
- To contribute towards 'Connecting Kidderminster: the Prospectus for Regeneration'
- To contribute towards the Local Development Framework: "Kidderminster Central Area Action Development Plan Document"

3. Street Market

- To work with Wyre Forest District Council to undertake a review layout of the street market
- To address congestion issues at the end of each market day

4. Vacant Shops Strategy

- To build trust and establish networks with the commercial property agents
- To work with Wyre Forest District Council to utilise the £20,000 budget established by WFDC to promote occupation of the units

5. Marketing & Events

- To research what the local community want from an event
- To develop and co ordinate a strong Town Centre events program
- To market the events and thereby the town centre
- To organise and run a small number of large and high profile events
- To build a community and family environment where visitors choose to return to the town time and time again
- To develop media relations
- Coordination & development of Christmas & Sunday trading times

ACTION PLAN

1. KTCP Corporate Actions

Action	Benefit	Process	Lead	Time Scale	Outcome
Management of KTCP through the main Partnership Steering Group & 4 Working Groups	Increased productivity	Quarterly meetings of Steering Group and of Working Group chairs + Chair / Vice Chair of Steering Group	TCM/WFDC	12 months & for duration	Required number of meetings held
Restructure KTCP	A respected, proactive, forward thinking organisation that can drive change within the community	Understand current KTCP, discuss restructuring plans with current members, send questionnaire to all businesses to find out what they want from the Partnership, develop a subscription & benefits package for members, role out plans to existing members, arrange a re-launch & recruitment	TCM	12 months	A restructured Partnership

**Agenda Item No. 7
Appendix A**

		event, send invites to all businesses, re-elect board & working groups, plan & execute KTCP Team Build event eg Christmas / New Year meal etc)			
Development of sustainable income & funding streams	Funding to run & staff KTCP & its projects	Development of services, events & website, advertising / business directory, applications for relevant funds, grants & BID's	TCM	12 months & for duration	Sustainable income and funding achieved
Develop new corporate image for KTCP	Identification of KTCP as a business, promotion tool & with a recognised professional image within the community	Arrange a Corporate Branding project with Kidderminster College through Paul Garnault	Kidderminster College	6 months	New logo designed and implemented
Market & promote KTCP website, for advertising & Business Directory entries	Develop income stream for KTCP	Leaflet drop to all businesses annually	TCM	12 months & for duration	Website marketed and drawing in revenue

2. Community Safety Group Actions

Action	Benefit	Process	Lead	Time Scale	Outcome
CCTV Coverage	Improved public safety.	Work with KRISP, the Community Safety Partnership, Swan Centre, Rowland Hill Centre & Weavers Wharf to ensure	Community Safety Group	24 months	Coordinated CCTV coverage

**Agenda Item No. 7
Appendix A**

		all town centre CCTV systems are linked and providing good coverage of the Town Centre & work towards Safer Businesses Award.			
Investigate the potential to apply for safer car park awards	Car Park users	Audit of town centre car parks Action plans produced to address the issues in each	Community Safety Group	24 months	Completed audits and action plans
Communicate positive crime initiative work to town centre businesses	A more knowledgeable business community	Distribution of KRISP newsletter	Community Safety Group	24 months	2 newsletters per annum
Promote Safer Business Award	Shoppers, businesses and visitors	Press Releases Web Site	Community Safety Group	24 months	Presence on website of logo
Monitor town centre crime figures		Annual Report	Community Safety Group	24 months	% change from 2007 figures

Agenda Item No. 7
Appendix A

Youth Culture	Decrease in antisocial behavior & intimidation of the public.	Work with Youth House, Street Scene, Cultural Services & the Police in an advisory capacity.	Community Safety Group / TCM	36 months	Regular meetings held with relevant organisations
----------------------	---	--	------------------------------	-----------	---

3. Quality Environment Group Actions

Action	Benefit	Process	Lead	Time Scale	Outcome
Britain in Bloom	Improved environment for all	Work with WFDC Parks Section to gain sponsorship from businesses to enter Britain in Bloom	Quality Environment Group /WFDC	24 months	Entry into competition
Development of the canal & river	Improved environment for the community & wildlife, development of tourism & economy.	In conjunction with WFDC Regeneration Section and British Waterways (BW) look at how the canal & river can be developed to their full potential including	WFDC/BW	36 months	Proposals developed
Undertake a signage audit (traffic and pedestrian) and public space audit	To ensure up to date and clear signage, reduction of street clutter, well maintained street furniture, lighting and surfaces	Undertake surveys of Quantity, quality, location	Quality Environment Group	Done	Audit completed

4. Events and Marketing Group Actions

Action	Benefit	Process	Lead	Time Scale	Outcome
Coordination & development of Christmas & Sunday trading times	Increase footfall	Send out a pro forma to all traders in September to get an understanding of proposed trading times, encourage traders to conform to a set trading pattern and encourage more traders to open on Sunday from January 2009.	TCM	9 months	Christmas & Sunday trading times coordinated
Development of Town Centre Events Program	Restore a family/community/educational environment in town, increase footfall & economy	Understand what is currently on offer locally, look at what the community wants from events & decide on themes, source funding & plan, organise, market & execute 4 strong events per year.	Events Working Group/TCM	12 months & for duration	Events programme completed
Develop media/ PR links to raise the towns profile	Good relations with media help create and maintain a positive image for the town centre	Utilise existing links to develop a media partnership to promote the town	TCM	6 months	Media releases measured per quarter
Development of current Arts & Cultural Facilities	Improved environment for the community & increased night time economy.	Work with Cultural Services in an advisory capacity.	Events Working Group/TCM	36 months	

5. Business Development Group Actions

Action	Benefit	Process	Lead	Time Scale	Outcome
Development of KTCP/Kidderminster town centre website to incorporate business directory and advertising opportunity	Communication/Marketing tool & income system.	Agree Web Design company to be used, sign contract, provide text and imagery, redesign town centre map & leaflet, update on a monthly basis	TCM/ Business Development Group	6 months	Completed web site
Develop business networks links and communications links within the town centre community and work with Business Link (BL) and Chamber of Commerce (CoC)	Understanding the current situation, support through resources, funding and verbal communication and to encourage partnership development in the town	Face to face interaction with all members of the business community through site visits & meetings.	TCM/ Business Development Group	12 months	Membership of BL, CoC on KTCP
Improve Outdoor Market layout	Reduce frustration to businesses & customers, increase access & shop ability for all.	Meet with WFDC, look at layout options, complete study of trading issues on Saturdays & car park usage, discuss vehicle access with emergency services, write recommendations pack, if necessary arrange for street furniture/bollards to be moved, implement new layout.	TCM/WFDC	12 months	Improved market layout

Agenda Item No. 7
Appendix A

Place Identity	Public image/Town Marketing.	Work with the Council Regeneration Team to identify a public image/brand for Kidderminster as part of the development of the Kidderminster Prospectus	TCM/WFDC	12 months & for the duration	Image/Brand identified
Occupation of vacant units	Improved economy & image.	Audit empty units, arrange Agents meeting and use information gained to build a strategy to effectively utilize the £20,000 WFDC budget, build networks with Commercial Agents, Owners & Property Directors & where possible make connections between Businesses and Agents to fill appropriate units. Use trade publications to identify potential opportunities.	TCM/WFDC	12 months & for the duration	Vacant unit strategy adopted and implemented
Increase footfall in Worcester St & Blackwell St.	Supporting independent traders.	Look at events and initiatives such as carpark discount schemes & extension of the street market to increase footfall in these areas.	TCM/WFDC	24 months	Footfall increased
Access	Reduction in congestion, pollution, improved DDA compliance & increased footfall.	Review of transport infrastructure, benefits & feasibility of implementation of shopmobility, study of capacity & demand for parking & work towards Safer Carparks Award.	TCM/WFDC	24 months	Access improved

**Agenda Item No. 7
Appendix A**

Development of night time economy	Improved recreational activities for all, increase local economy, maximize opportunities for tourism trade	Work towards the Safer Socialising Award, encourage people to stay in the town, look at linked tickets for the SVR, West Midlands Safari Park & Carpet Museum, review night time events program & evening transport arrangement.	TCM/WFDC	24 months	
--	--	--	----------	-----------	--

TCM Print: Sign: Date:

Line Mgr Print: Sign: Date:

Town Centre SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ▪ New developments eg Weavers Wharf, Crossley Retail Park ▪ Loyal catchment (low car ownership figures) ▪ Mainline railway station ▪ Road network ▪ Christmas Light infrastructure ▪ Severn Valley Railway ▪ Kidderminster College's central location ▪ Centrally located Bus station ▪ KRISP's 'Safer Business Award' ▪ Debenhams to occupy Slingfield Mill 	<ul style="list-style-type: none"> ▪ High retail vacancy rates ▪ Current "image" of town ▪ Poor links between public/private sector ▪ Limited contribution by tourists ▪ Not attracting high income groups. ▪ Geography of town ▪ Lack of shop mobility ▪ Shortage of budget overnight accommodation ▪ Limited number of eating establishments 	<ul style="list-style-type: none"> ▪ Redevelopment sites available ▪ KTC3 proposals ▪ WFDC single site proposals ▪ Piano Building development ▪ KTCP re-structure ▪ Enhancement of the Evening Economy ▪ 'Value' label ▪ Canal town- tourism potential ▪ Kidderminster Harriers- new visitors to the town 	<ul style="list-style-type: none"> ▪ Threat from other centres- Merry Hill, Worcester etc ▪ Lack of strategic Government/ EU funding available ▪ Shopping trends eg by mail order/ telephone/ internet ▪ Increased traffic congestion

Kidderminster Profile

- An important urban centre (population approx. 55,000) located in North Worcestershire within the Wyre Forest District, to the south west of the West Midlands conurbation, surrounded by attractive countryside and a key service centre for the neighbouring market towns of Bewdley and Stourport-on-Severn, and a number of neighbouring villages
- Significantly large manufacturing sector with its roots in carpet manufacturing – still a major employer
- Several former carpet factories have been sympathetically restored to provide office and retail facilities
- The centre offers a choice of shops from well known high street names to many smaller individual shops, as well as a popular street market. Weavers Wharf and Crossley Retail Park have added to the towns retail attraction
- The Town Hall, the Library and the Parish Church of St Marys all provide venues for concerts and recitals. Larger scale events, both musical and sporting are held at The Glades Arena adjoining the Leisure Centre
- A number of high-profile visitor attractions, including the Severn Valley Railway and West Midlands Safari Park are nearby
- Kidderminster faces a number of challenges, which are threatening the long-term vitality of the economy. For example:
 - A high proportion of jobs pay relatively low wages and a high proportion of the local population are employed in lower skilled, lower order occupations. The average gross weekly wage in Kidderminster in 2003 (£308.42) was significantly lower than the average gross weekly wage for the West Midlands region (£435.76) and England and Wales (£397.46)
 - The need to capitalise fully on the proximity of the visitor attractions
 - More people need to be encouraged to visit the town centre and stay for longer periods

Who is involved in the Partnership?

Partners include:

- Worcestershire County Council
- Kidderminster Civic Society
- The Swan Centre
- Weavers Wharf
- Cartridge World
- Natural Break Restaurant
- Comberton Hill Traders
- Phipps and Pritchard
- Boots the Chemist
- Wyre Forest Community Safety Partnership
- West Mercia Constabulary
- Wyre Forest District Council
- KRISP (Kidderminster Retail Initiative & Security Partnership)
- Rowland Hill Centre
- Disability Action Wyre Forest
- Edinburgh Woollen Mill
- The Pet Deli
- John Beard Tools
- TJ Hughes
- Kidderminster Licensees Association

For all enquiries please e mail either Jackie Roberts, Kidderminster Town Centre Manager Jackie.roberts@wyreforestdc.gov.uk or Steve Singleton Economic Development and Tourism Manager for Wyre Forest District Council steve.singleton@wyreforestdc.gov.uk

This page has been left intentionally blank.